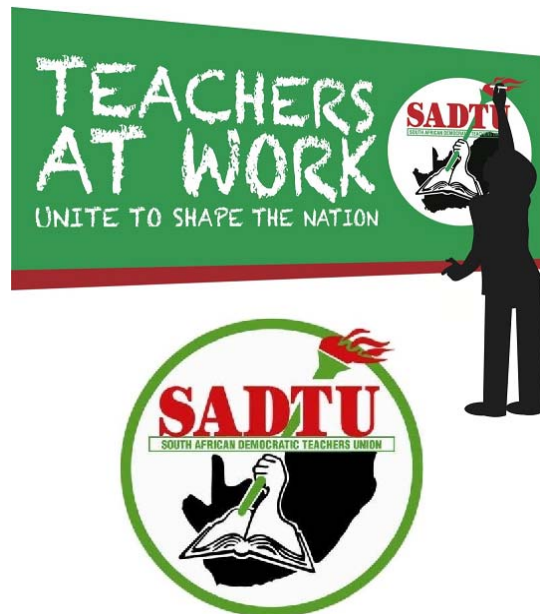


Election / Induction Workshops, 2016

2016, Year of Local Government Elections



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ANC National Results by Province, 2014 and 2009

	<u>ANC</u>		<u>DA</u>		<u>EFF</u>	
	<u>249 seats</u>		<u>89 seats</u>		<u>25 seats</u>	
	Share	Votes	Share	Votes	Share	Votes
<u>Overall</u>	62.15%	11 436 921	22.23%	4 091 584	6.35%	1 169 259
<u>Provinces:</u>						
Limpopo	78.97%	1 202 905	6.60%	100 562	10.27%	156 488
Mpumalanga	78.80%	1 091 642	10.04%	139 158	6.15%	85 203
Eastern Cape	70.75%	1 587 338	15.87%	356 050	3.78%	84 783
Free State	69.71%	721 006	16.24%	167 972	7.89%	81 559
North West	67.79%	763 804	12.59%	141 902	12.53%	141 150
KwaZulu Natal	65.31%	2 530 687	13.35%	517 461	1.97%	76 384
Northern Cape	63.88%	278 540	23.36%	101 882	5.06%	22 083
Gauteng	54.92%	2 522 012	28.52%	1 309 862	10.26%	471 074
Western Cape	34.00%	737 219	57.26%	1 241 424	2.32%	50 280

SA by Province (National) 2014, ANC, DA and EFF

Registered Voters: 25 388 082; Votes Cast: 18 654 771; **Valid Votes Counted: 18 402 497**

	<u>ANC</u>		<u>DA</u>		<u>EFF</u>	
	<u>249 seats</u>		<u>89 seats</u>		<u>25 seats</u>	
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Almost 91% of all votes cast. All others polled less than 2.40%. 10 small parties shared 37 seats.



ANC Election Campaign 2014

Canvassing

(Door-to-door work)

Contents:

- 1 Contents
- 2 Canvassing
- 3 Door-to-door in more detail
- 4 Training Your Volunteers
- 7 Voter education during door-to-door work
- 8 Electoral Code of Conduct

This booklet is adapted from parts of the ANC Election Campaign 2014 Volunteers' Manual, compiled by the Education and Training Unit (ETU).

ETU web Site: <http://www.etu.org.za/>

Canvassing

(Door-to-door work)

Voters must be at the centre of all campaign action. Our most important task in each phase of the campaign is to reach voters and communicate with them. All campaign action must aim to get to voters and persuade them to come and vote for the ANC on election day.

In strong ANC areas our voters are unlikely to vote in numbers for any other party. The main threat is that ANC voters will not vote on election day because of apathy or disillusionment. In these areas our campaign must aim to make sure that people who voted for the ANC in the past, do so again. We will only achieve this if we reach voters directly, discuss their concerns and explain what the ANC is doing to address them.

In areas where we have never won a majority of the votes, our main aim is to change the choice voters make. These different types of areas need different methods. Personal contact is the best way of keeping our voters loyal and winning over new voters and canvassing from door to door is our most important campaign tool.

The purpose of door-to-door work is to meet the voters to find out who they support and to persuade them to vote for the ANC. If they are ANC voters we must make sure they have IDs and are registered on the right voters roll.

On Election Day we must use our record system to find and mobilise every single ANC voter.

Door-to-door work is only useful if clear records are kept so that we can use the records to:

- Register unregistered voters.
- Send leaders to persuade weak and undecided voters or invite them to house meetings and other events (organise a house meeting or small meeting within days of blitzing and area and invite voters you visit to attend)
- **Make sure all our voters come to vote on Election Day.**

There are different record-keeping systems for different areas, depending on whether they are strong ANC areas or contested areas [*see pages 19 and 20*].

Door-to-door work can be done in two ways:

Blitzes – where a big group of volunteers and some candidates spend the day going door-to-door in one area. Blitzes can be best used in areas where we are strong and can visit voters just once, or in areas where we are very weak and have to bring in reinforcements to blitz an area. For blitzes you need pamphlets to leave behind.

Street door-to-door work – where each volunteer is given one street to look after and the same person goes door-to-door until all voters are covered. The volunteer identifies the undecided voters and if they cannot win them over, the list is given to the VD team leaders and candidates for follow up visits. Door-to-door work is best used in areas where there are many weak or undecided voters who need proper follow-up work.

Use candidates and councillors when branches do door-to-door work blitzes. High profile candidates should be used very strategically and you should always let the press know. Candidates also help to motivate our own volunteers if they participate in door-to-door work. When candidates do door-to-door work they must introduce themselves to the voters as ANC candidates.

Training and deploying door-to-door teams

Try to set up a door-to-door team for every voting district, with a coordinator or team leader who keeps the records and the voters roll. The team can split the area into streets and each one can take a few streets to look after, or they can work as a team and target one street at a time.

The same team can be used for each phase of the campaign. The work they will do changes in each phase:

- **Now**: Popularise the manifesto and mobilize for final registration of voters.
- **Election week**: Mobilise for Election Day.
- **Election Day**: Get voters to the voting station.

Training Your Volunteers

It is important to train and brief door-to-door volunteers properly. They may be the only ANC members that a voter ever has a chance to talk to. Run workshops to prepare door-to-door volunteers. Make sure the workshop helps them to understand:

How to behave with voters.

Discuss do's and don'ts of conduct with voters. Make sure volunteers act respectfully and do not embarrass the ANC.

What are the most important problems in the area and the most important government achievements?

Go through the key problems that affect people and make sure volunteers understand what the ANC government has done or plans to do about them.

ANC policies on key issues.

All volunteers should know the basics of ANC policies on issues like economic development, jobs, youth employment, crime and corruption, education, health, HIV and Aids, housing and land. Identify other policy areas that are important in your area and cover them as well.

The ANC election message and manifesto.

Explain the key parts of the manifesto and message to all volunteers.

How to use the record-keeping system.

Teach volunteers how to use the record keeping system you decide on.

Basic voter education for first time voters

Make sure volunteers can explain how voting works

Remember: A badly behaved or misinformed ANC volunteer can put voters off supporting the ANC.

Use role plays where people act out the roles of voters and ANC volunteers for training volunteers and always send inexperienced people out to first work with more experienced people.

Hold regular meetings after door-to-door work for canvassers to discuss voter concerns and questions. Discuss the best way of answering difficult questions that come up. Try to deploy people to the same area each time so that they get to know the voters and can make proper follow-up on any questions voters have.

Door-to-door work records

Remember that we need to keep records of our door-to-door work so that we can analyse and use the results. There are two different types of records we should keep for different areas – contested areas and strong ANC areas

Contested areas

Branch Election Teams must decide what is the best way of keeping records for door-to-door work in areas where voters are potential ANC voters or undecided. Here we need to have a clear record of individual households and the undecided voters who live there so that we can send canvassers and candidates to work on persuading them. Also identify ANC voters so we can mobilise them on election day.

It is best to use Street Sheets or House Sheets to keep records for door-to-door work. Make your own cards or forms and keep them in shoe boxes that are sorted according to streets or blocks in your area.

Below is an example of a house sheet in a contested area. Write each voter's name and then make ticks in the columns next to their name:

HOUSE SHEET

Street _____ House number ____ Phone number _____

<i>Voters Name</i>	<i>Strong ANC</i>	<i>Weak ANC</i>	<i>Undecided</i>	<i>Against (for which party?)</i>	<i>Registered</i>	<i>Comments</i>
1.						
2.						
3.						
4.						
5.						

	<i>First Visit</i>	<i>Second Visit</i>	<i>Third Visit</i>	<i>Fourth Visit</i>
<i>Canvasser's Name</i>				
<i>Date of visit</i>				
<i>Follow-up needed</i>				

Strong ANC areas

In strong areas where almost everyone supports the ANC, we should split the area into blocks or streets and after a door-to-door work drive or blitz we should fill in a form for each street or block. These forms should capture whether voters have IDs and are registered, need special votes or have concerns we should send someone to discuss with them. If you find that the house is not ANC, draw a line through the name and details so that it is clear that we should NOT mobilise them on Election Day.

Check voter registration by asking voters if they previously registered and voted in the VD where they live. If they are not sure, check their ID and see if they have a sticker for the right VD.

STREET SHEET

Street / Block _____

House Number	Family Name	Total number voters	How many ANC	How many not decided	Special votes or transport?	Issues raised
TOTALS:						

Fill in the street number of each house and the family name. Then write the total number of voters in the house and the number without IDs, unregistered or in need of special votes or transport on Election Day.

Voter education during door-to-door work

A very effective way of doing voter education is during door-to-door work where you visit voters at home and ask them directly if they need any information or have any questions about the elections.

When you do door-to-door work you will only have a few minutes to explain the importance of voting and the voting process. Make sure you know your facts so that you can use your time well.

When you speak to voters, make sure you cover at least the following facts:

- On Election Day you must go to the voting station closest to you where you registered as a voter. If you have a registration sticker in your ID it has the voting district number on it.
- Once you get to the voting station you will have to show your identity document. The officials will use a scanner (Zip-Zip) to check that you are on the roll. An official will look at your identity document and then cross your name off the voters' roll.
- They will then check your hands to see if you have voted before and if your hands are unmarked they will mark your hand with a special ink to make sure that you cannot vote again under a different name or ID.
- You will then be given two ballot papers – one for the national election and one for the provincial election. Take the ballot papers into the voting booth. You must make a cross in the box next to the name and the symbol of the political party that you support. No-one can see who you are voting for.
- If you cannot read or write look for the symbol of the party you support with the photograph of its leader and make your cross next to that. You can also ask an official to help if you need assistance.
- When you finish voting, fold the paper in half and go to the ballot boxes where you must put the papers in the correct ballot boxes.
- No-one will know who you voted for. There is no way that anyone can find out afterwards which ballot paper belongs to which person as your name and identity number does not appear on the ballot paper. Your vote is your secret.

Make sure that you show the voter an example of a ballot paper and how to make a cross. Remind them where they should go and vote in that area.

Electoral Code of Conduct

The same Code of Conduct applies as in all previous elections. Political parties that break the Code can be fined, stopped from working in an area, or have their votes in an area cancelled. The individuals who break the Code or commit other offences under the Electoral Act can be fined or jailed.

In the ANC we expect all our candidates, members and supporters to stick to the Code of Conduct. Anyone who breaks it will commit a crime and can be prosecuted. The ANC may also be punished for an individual member or supporter's behaviour if it can be shown that we did not urge our supporters to abide by the Code and did not take all reasonable steps to stop them from breaking the Code. In serious cases the ANC Disciplinary Committee will also take action against members who break the Code.

Here are the main Do's and Don'ts of the Code of Conduct:

Do:

- encourage all your members and supporters to be tolerant of other parties,
- condemn political violence,
- support the right of all parties to campaign freely,
- inform the proper authorities of all planned marches and rallies,
- actively work with all IEC structures,
- co-operate with the police in their investigation of election crime and violence.

Do not:

- use any kind of violence or threats against anyone who supports another party,
- remove or destroy any other party's property, posters or pamphlets,
- disrupt another party's public meeting,
- stop other parties from door-to-door work or campaigning in your area,
- threaten or stop people who want to attend meetings of other parties,
- force people to join your party, attend meetings or donate money,
- spread false rumours about another party,
- use violent language or urge people to use violence against any party or person.

ETU web Site: <http://www.etu.org.za/>

Unpacking “Door-to-Door”

There are many different kinds of “door-to-door.”

In all cases, records need to be kept.

The prerequisite for canvassing and for all door-to-door work, if it is to get results, is a record-making and record-keeping system, based on the Voters' Roll. Until you have that, you can't do canvassing or door-to-door work effectively.

Outside of election times or other specific campaigns, door-to-door corresponds to the concept of “Know Your Neighbourhood”. The work needs to be harvested in the form of a record so that it can be shared and so become collective knowledge of the ANC in the given area, and particularly at voting-district (VD) level.

Elections

Usually, there is a national voter registration drive that is synchronised with the IEC's special local registration days, when the voting stations are opened for that purpose. There may be two of these, one early, and one nearer the election.

The first registration drive is usually the first door-to-door sweep of any election campaign.

If we there are sufficient volunteers, then we can potentially knock on all doors our VD a number of times before the election happens. In that case, it is an advantage to call each time on a different errand. Not all door-to-doors are the same!

If you are calling at the same house for the second time, for example, it will be convenient to be able to say: "Last time I was doing a Public Voter Registration Campaign. This time I am here to ask you on behalf of the ANC, if you will please pledge us your vote?" (i.e. “I’m canvassing”).

In other words, we can have a perspective on the campaign.

We can plan it in parts so that it can be sustained all the way through to the Election Day. The parts need not simply be repeated. They can work towards developing a personal relationship with the voters, and gently educating them, while we are progressively collecting the information we need for our electoral campaign.

Records

The ANC's fundamental objective of electoral work are: identify our vote, maximise our vote, and then get all of our voters out on the Election Day. For all of these, records are required,

The records must be based on the Voter's Roll, as closely as possible. The Voter's Roll is the official IEC (Independent Electoral Commission) list of registered voters in each Voting District. It is published after registrations are closed. Consequently, for most of the campaign, political parties are obliged to use the Voter's Roll from the previous election, updating it themselves as best they can.

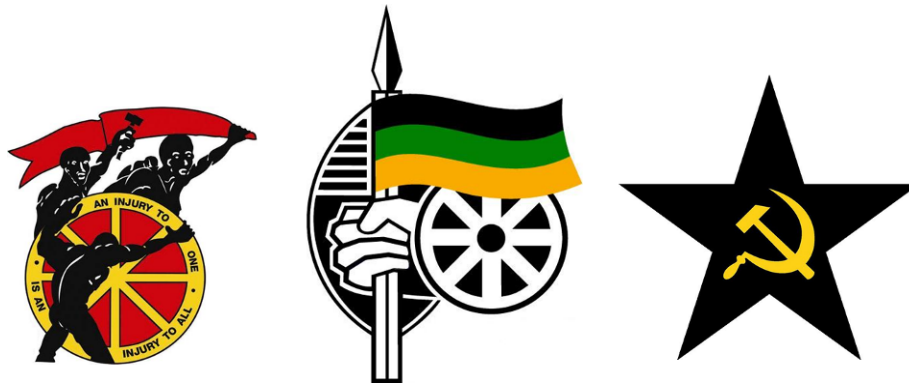
Each VD will have to assess its resources and plan accordingly.

Model Plan of Campaign

To assist this planning process, here is a model plan

1. Survey – Getting to know your neighbourhood
2. Voter registration (all)
3. Canvassing (all)
4. Canvassing (repeat for houses not yet covered)
5. Recruitment (selected addresses from canvassing returns)
6. "Celebrity" door-to-door, with candidate, MEC, MP et cetera - avoiding DA-pledged houses
7. Another voter registration drive
8. ANC leaflet blitz (all, but letterboxes)
10. Canvassing (repeat of 3., above) – for houses still not covered
11. Repeat of 5. - another celebrity door-to-door
12. All-dwelling leaflet blitz to advertise a public meeting - which would have been organised before the blitz

Feedback from any of these parts could suggest further variations.



COSATU and the Party:

On-Message with the ANC

In this election campaign, COSATU and the Party (SACP) have together committed ourselves to the comprehensive Manifesto and National Development Plan of our liberation Movement, the African National Congress. We invite all our members and supporters, and the whole great South African Nation, to join us. Our message is one:

Together We Move South Africa Forward!

Together, by our votes, we commit to raise employment; develop rural South Africa and achieve food security; create fully serviced human settlements; expand education and training; create comprehensive health and social security; fight corruption and crime; work for peace and progress in the world; and build the nation.

The ANC liberated South Africa from racism and apartheid. Since 1994, 5m more people are in work. Total employment is now 14m. Twice as many are at university, and twice as many are graduating. 5,000 farms have been transferred to black people, benefiting 200,000 families. 80,000 land claims have been settled, benefiting 1.8 m people. Those receiving social grants increased from 3m to 16m. Over 3.3 million free houses have been built, benefiting more than 16m people. 92% have access to potable water, compared to 60% in 1996. Access to electricity has doubled and nearly everyone has it now.

Five years

In the last five years ANC membership has more than doubled. The ANC is everywhere recognised as the only organisation that can unite the country.

In these years the ANC-led government has invested R1 trillion in infrastructure, double the rate of the previous 5 yrs. In these five years, adults with banking services grew from 60% in 2009 to more than 75%.

In these last five years, 500 informal settlements have been replaced with quality housing and basic services. The matric pass rate increased from 60.6% in 2009 to 78.2%. In the two years between 2010 and 2012, FET enrolments almost doubled from 345,566 in 2010 to 657,690. Loans and bursaries to poor students went up from R2.3bn to R8bn. Over 7m learners are now in no-fee schools. New teacher graduates doubled from 6,000 in 2009 to 13,000 in 2012. Babies born HIV+ reduced from 24,000 in 2008 to 8,200 in 2011. Average life expectancy increased by 4 more years to 60 years in 2012

Here is what we are now going to do, together:

Work:

There will be local procurement. The state will buy at least 75% of its goods and services from South African producers. It will support small enterprises, co-operatives, and broad-based empowerment. The massive roll-out of infrastructure in Energy, Transport, ICT and Water will continue. There will be a many-sided national effort to get our youth into work, including placement and internship and training incentive schemes, and 60% youth employment in infrastructure and other youth employment projects.

Together we will promote investment and access to credit, consolidate the public works programme, creating six million more work opportunities by 2019 - many of which will be of long duration. Together we will enforce measures to end abusive work practices for part-time and contract workers and those employed by labour brokers

In the Rural Areas

We will come together to support local markets and credit facilities. We will increase investment in agricultural infrastructure in support of small-holder farmers, prioritising former homeland communal areas. We are going to strengthen agricultural college education through skills development funds. We will expand the Food for All programme for procuring and distributing affordable essential foodstuffs directly to poor communities.

We will increase the number of youth participants in the National Rural Youth Service Corps from the present 14,000 to 50,000 in the next five years. We will accelerate settlement of remaining land claims and re-open the period for lodgement of claims for restitution of land for a period of five years, starting in 2014.

Human Settlements and basic services

We will provide a million housing opportunities for qualifying households in urban and rural settlements over the next five years, keeping to the same rate but now with better quality homes. We will increase affordable housing through housing allowances for teachers, nurses, police officers, office workers and others who do not qualify for RDP subsidy, yet cannot afford housing. We will work with banks, private sector organisations, co-operatives and social partners to increase provision of capital for housing. We will also establish a mortgage insurance scheme. We will connect an additional 1.6m homes to the electricity grid over the next 5yrs.

Education and Training

2 years of pre-school education are going to be compulsory. Teacher development will proceed through many different measures, and improve the quality of basic education up to the senior grade. We will build 1000 new schools and provide accommodation for 50 000 students. We will introduce compulsory community service for all graduates.

Health Care and Comprehensive Social Security for all

With the full support of COSATU and the Party we will together implement the next phase of the National Health Insurance (NHI) through a publicly funded and administered NHI Fund. 213 new clinics and community health centres and 43 hospitals will be constructed. Over 870 health facilities in all 11 NHI pilot districts will undergo major and minor refurbishments. We will strengthen and expand the free primary health care programme, train an average of 2000 new doctors per year, improve public hospital management and reduce the costs of private health care.

Together we will intensify the campaign against HIV and AIDS , and ensure that 4.6m receive their anti-retrovirals. We will make sure that all chronic medication is available and delivered closer to where patients live.

We will increase the supply of social service professionals, introduce mandatory cover for retirement, disability and survivor benefits, continue to roll out existing social grants to those who qualify and urgently finalise policy discussions on a comprehensive social protection policy that ensures no needy South African falls through the social security net

Fight Corruption and Crime

The ANC, COSATU and the Party will intensify our joint fight against corruption both in government and in the private sector. We will stop public servants from doing business and hold public officials individually liable for losses arising from corrupt actions. We will pursue action against companies involved in bid rigging, price fixing and corruption in past and current infrastructure build programmes. We will strengthen Sexual Offences and Community Affairs Units as a priority to deal with domestic violence and violence against women and children.

Poverty and equality

Long term we need to build an economy that provides decent jobs for all. This is the only way to develop the country and end poverty. Skills development and better education are the key to economic development.

In the short term we have to make sure that poor households get support and services for a better life now. We can do this. Since 1994, **on every single working day**, the ANC government delivered 600 new houses, water and electricity to 1 300 new households, 2 600 new social grant beneficiaries, 7m school meals and free education and health care for the poor. All of these measures target poor households. The total cost of all free services exceeds R3000 p/m per poor household. Together, we can do it.

National Development Plan

The NDP aims to eliminate income poverty before 2030. We will reduce the proportion of households with monthly income below R419 per person from 39% to zero.

The National Development Plan addresses key challenges

Too few people are in work. The quality of school education for black people is poor. Infrastructure like power, roads, rail, communication, water and sanitation is poorly located, inadequate to serve all and under-maintained. Apartheid spatial planning hampers inclusive development. The economy is unsustainably resource-intensive. The inherited public health system cannot meet demand for quality services, which are consequently uneven and often of poor quality. Corruption levels are too high, and South Africa remains a divided society.

NDP is a plan to increase employment from 13m in 2010 to 24 m in 2030; raise average income from R50 000 in 2010 to R120 000 by 2030; and increase the share of national income of the bottom 40% of people from 6% to 10% of national income.

All of the commitments we will jointly make when we cast our vote for the ANC on 7 May are in keeping with the NDP. It is a commitment for more than the 5-year term.

The NDP is our plan to create full employment, eliminate poverty and reduce inequality by 2030. The NDP is complemented by medium term government programmes: National Growth Path, Industrial Policy Action Plan, Infrastructure Development Plan, Skills Development and small business development. Together these plans will increase the skills of our work force, build modern industry including small businesses, add value to raw materials before export, build jobs in more industries here rather than importing products, invest billions in infrastructure projects that create jobs, grow the economy and meet the basic needs of our people.

Our message and slogan – **Together We Move South Africa Forward** – is consistent with the ANC's unity-in-action in the struggle years, in the Mandela years, and all the way up to the present moment. Consequently, we now have an opportunity to move forward in a way that is more favourable than ever before.

The African National Congress is still the only organisation that can unite the nation.

COSATU and the Party are on-Message with the ANC:

Together We Move South Africa Forward!



Municipal Election 2016

An ANC victory mini-manual

Introduction

This booklet is prepared for political and induction schools prior to the mid-2016 Municipal Election. The ANC's 2016 election manual is a 94-page A4 book. Some parts have therefore been set aside, while other parts are covered elsewhere. The previous municipal election was held on 18 May, 2011. This time we are required to build machinery at Sub-Branch (Voting District) level to identify and mobilise every ANC voter and get them to the voting station on the day.

The IEC

The Independent Electoral Commission (IEC) manages and supervises our elections. In every province the IEC has an office under a Provincial Election Officer. In every local council area a Municipal Electoral Officer (MEO) is appointed by the IEC to organise voting stations, voter registration and to run the elections on Election Day.

Any representative or candidate of a political party has the right to talk to voters in any public or private place. Parties can go into farms or hostels to talk to the workers who live there. If bosses refuse reasonable requests, report them to the MEO.

The Voters' Roll

The voters' roll is a list of all the voters in the country. It is broken into separate lists for each voting district. The voters' roll will close about three months before the election. Anyone who did not register by then will not be allowed to register. The compilation of the voters' roll is a process that the ANC will pay attention to, so as to assist all ANC voters to complete the process successfully. The final voters roll should be published about five weeks before the election.

Key tasks on Election Day are:

1. Get out the vote: make sure that all the ANC voters are contacted and encouraged to go to the voting station.
2. Transport: Make sure that voters get transport if they need it and offer transport to reluctant or apathetic voters.
3. Monitor the area and voting stations and deal with any crises that may come up – send organisers from your ops centre to all voting stations to check.
4. Check that volunteers are at all posts; report to Regional office every 4 hours.

Getting out the vote

We want to ensure that every ANC voter gets to the voting station to vote on Election Day. To do this we will have to set up a system where volunteers visit every house with ANC voters and check that they have gone to vote. There should be 2 categories of volunteers for this:

1. **Block coordinators** who are in charge of the street sheets and co-ordinate the work of the door-knockers.
2. **Door-knockers** who go door-to-door to remind all ANC and undecided voters to go and vote. They should use street sheets and door-to-door work records to identify these voters. If voters need transport the door-knockers must inform them about where the nearest pick-up points are and the time transport is available, or, if door-knockers have their own cars to take the voters to the voting station.

Transport

Most voting stations are within walking distance of the majority of voters. If transport is needed you need to work out the best arrangement for your area. You will need these volunteers:

1. **Coordinator** – based at the office to coordinate all drivers, taxis and volunteers.
2. **Drivers** who will either follow specific routes to pick up voters at arranged pick-up points or who will go to individual homes to fetch disabled, old or reluctant voters and take them to the voting station.
3. **Hoppers** – who go with each vehicle and jump out to fetch the voters at their homes.
4. **Pick-up point coordinators** who stay at the points and help with transport arrangements.

The best way to co-ordinate the transport is to use door-to-door work records and to find out which voters have indicated that they need transport. Try to book transport beforehand or to negotiate free transport from local taxi associations. If many voters are far from the voting station set up pick-up points and routes that will cover all the areas in that voting district and ensure that a taxi or car goes around and around to the voting station. Voting hours are usually 07h00 to 21h00.

Election day workers		
NAME	JOB	NUMBER
Election coordinator	This person will be in charge and take all final decisions on election days. Must make sure everyone does their tasks, gets reports and make reports to sub-regional office. Deploys problem solving team.	One
Organiser and problem solving team	Moves around the area in roving car, makes sure everyone is working and deals with problems in the field. Takes reports from voting station and block coordinators.	One organiser, two problem solvers
Administrator	Assists coordinator with communication and supervises catering team.	One
Transport coordinator	Deals with transport requests and problems.	One
Party agents	Make sure there is no cheating at the voting station and monitor vote-counting.	3 per voting station: 2 on duty, one off
Door-knockers	Remind voters to go and vote, check that they have IDs and know how to vote, report problems to block coordinator.	1 per street
Block coordinators	Deploy door-knockers and take reports from them. Report problems to organiser.	1 per block
Drivers and hoppers	Transport voters and check that they have IDs and know how to vote.	1 each per vehicle
Pick-up point coordinators	Sit at pick-up points and help with transport arrangements.	1 per pick-up point
Catering team	Feeds volunteers.	5-10

Voting process:

1. Voter's ID scanned in queue.
2. Inside the voting station, voter's name is crossed off the voters roll.
3. Voter's hand is examined to see if it has been marked, then hand marked.
4. Voter gets ballot paper.
5. An official stamp is put on the back of the ballot papers.
6. The voter goes to the voting booth and makes a cross for one party on each of the ballot papers, folds the ballot papers and puts them into the correct ballot boxes.

Counting

Counting will happen at the voting station in almost all cases. Provisional results will be signed by party agents, announced outside the voting station when counting is finished, and then sent to the IEC through the office of the MEO. This should be a few hours after the close of voting.

ANC Election-Campaign Structures

The main aim of our campaign is to reach voters and persuade them to vote for the ANC on Election Day. There are guiding principles for election structures:

- Structures should be set up in such a way that they promote unity in action between the ANC, the Leagues and the Alliance.
- The appropriate constitutional structures take responsibility for election work.
- At other levels, like sub-region/zone, Voting District (VD) or village levels, election teams can play a coordinating role.
- The chain of command should be as short and simple as possible. Local election coordinators (at zonal/sub-regional level) should be used to get information and resources to branch coordinators, who get it to VD coordinators. Branch coordinators should report problems and progress to LET coordinators. LET coordinators should relate to the RET or, when needed, directly to the PET.

The work of the LET and the BET

Every branch must set up a Branch Election Team, reporting to the BEC. The BET consists of the coordinator plus task team heads and VD team heads, and will do most of the actual campaign work through its team of campaign volunteers.

At zonal/sub-regional level there will be a Local Election Team to coordinate work in a municipal area and to liaise with structures at other levels as well as with Branch Election Teams. The LET coordinates and supports the campaign run by BETs, and also sets up campaign teams in areas where we do not have branches.

The Branch Election Team (BET)

Branches should form an election committee made up of the BEC plus Alliance and League secretaries to strategise and oversee the election campaign. The BEC secretary should coordinate the campaign. The candidate, once chosen, will be in the BET.

Each branch can decide how best to organise volunteers to do the campaign tasks. The main tasks that need a lot of people are door-to-door work and pamphlet distribution. Branches can organise volunteers into VD or area teams, or task teams, or can keep one big team and deploy people when needed to do specific tasks.

Tasks like putting up posters, fundraising and organising meetings can be done by small groups of committed people or volunteers who are deployed to those tasks. Volunteers can be recruited from ANC, Alliance and League branches.

The Local Election Team (LET)

An LET must be set up in each local municipal area (which corresponds with an ANC sub-region or zone). Metro areas will set up regional structures and can set up LETs at sub-regional or zonal level if they need to for coordination purposes. The LET is made up of the LET coordinator plus all BET coordinators.

LET coordinators will be deployed by the provincial office. They will be public representatives or other comrades who are available to work almost full-time on the campaign without being paid. Their job is to bring together all BET coordinators and to make sure that the campaign is properly implemented in all municipal areas. They will be responsible for distributing media and other resources to branches and will also take responsibility for paying campaign funds to branches and accounting for the funds to the province.

LET coordinators will report to their region and province on progress and will ask for support where needed. LET meetings with BET coordinators must be used to plan the campaign and discuss progress and problems.

Monitor implementation

A strategy means nothing unless the action plans are implemented. An important part of the BET's work is to check that implementation is going as planned. Monitoring is an ongoing activity and cannot be left until after the campaign – we have to identify problems as soon as possible and address them. Monitoring is the responsibility of all team coordinators. There are three main ways of monitoring:

It is a good idea to use a chart to monitor progress, as in the example for door to door work below:

VD number	Number of voters on roll	Voters seen door to door	Number will vote ANC	Number voted ANC 2011	Number still undecided	New voters identified for registration
1	1205					
2	1315					
3	1112					
4	1324					

Writing

Writing comes first because it is the ordering art of so many other arts.

In politics, writing is indispensable. Most of our cadres need to be able to write. By being able to write is meant more than to be literate, just as being literate means more than to be able to read.

The question of language will mainly be left to the final CU course, which will just be on Languages. Suffice it to say that we need writers in all languages used in South Africa, and not just in the 11 official ones. We need people who can at least handle text in French, Portuguese, Swahili, and Arabic, too.

But in this item, we are talking about writing in general. What advice can we give?

The purpose of writing is to be understood. Political writing is better when it is shorter. To compose your thoughts, use “Mind Maps”, as described in the attached text. To organise your research, follow the “Organic Study Guide” contained in the document, and similar advice.

Write in Prose. Prose is in paragraphs, and it has a beginning, middle and end. Prose does not rely on bullets, numbers, letters or other listing mechanisms.

A good way to start writing is to write in a way that is adapted from the way you speak. If you can make yourself understood in speech, then you should be able to make yourself as well understood with the same words on paper. Then you can improve. There is no requirement for you to be pompous. Simplicity is best.

Political writing is better when shorter. Nearly all kinds of writing are limited as to length. Therefore make a habit of watching the number of words in any piece of writing (your own, and whenever possible, other people’s).

On the next page is a rough indication of the kinds of length required for different kinds of writing. From this chart it can be seen that each succeeding kind of project can be built up by repeating elements like the preceding, smaller ones. Writing is modular, like bricklaying. The modules are small. Short sentences and short paragraphs are best in political writing, and in journalism. If you can write a sentence, then you can write a book.

<u>Item</u>	<u>Length (+/-)</u>
Sentence	10 words
Paragraph	50 words
Letter to the Editor	300 words
Press Release/Newspaper Report	300 words
Article (“op ed” or “feature”)	750 words
Speech (100 words per minute)	1 500 words
Essay	2 500 words
Chapter of a book	5 000 words
Book of ten chapters	50 000 words

Reading goes with writing. Both are habits. Keep reading, and keep writing, like breathing in and breathing out. Try to write for people. Any readers are good readers. Even a small amount of feedback is extremely instructive.

Writing should be a pleasure. The Chilean communist writer Volodia Teitelboim used to say that writing was the easiest way he knew of being happy. Lenin described himself as a writer. Lenin’s style became clearer and clearer and he became more experienced. Lenin’s style is a good model of shortness combined with clarity.

Editing

All writing is edited. If it was not, it could not be constrained to fit the space available, which is always limited. The time that readers have for reading is also limited.

Editing is done in all sorts of ways. Usually it means, in the first place, selection. Editors pick, from a very wide field, a much smaller, limited amount of material. The criteria for selection may be political, or some other quality, like a special interest of a group of readers, or a sectional appeal such as to women, youth, educators.

Editing can also mean removal of excess and repetition from a text. This is often referred to a “redaction”, from the French word for “editor”, which is “*redacteur*”. Redaction that takes out whole passages, paragraphs and sentences is a quick way to reduce length

The Communist University is a product of editing. It has been constructed by a combined process of selection and redaction; while the openings to discussion of the short texts, are equivalent to the “Editorials” in a newspaper, which are the editor’s own voice.

Sub-editing

Sub-editing is also called (in USA English) copy-editing. Sub-editing is the writing of articles as they are going to be printed, as opposed to reporting, which is the gathering of stories. Reporters may sub-edit their own material to an extent, but the sub-editor is the one who must adjust the material to fit the space available. Sub-editors are the real writers of newspapers. Their techniques are the best.

Length per Page

This varies widely and is affected by all other variables. In a broadsheet newspaper page there can be thousands of words on one page. On a booklet page there might be 300 words. On an A4 page there may be as many as 500, or in a print-magazine page with graphics and in columns, more than 600 words.

Headlines

Headlines in newspapers and magazines are added by sub-editors, and not by the writers of articles. Headlines need to be short, so that they can be fat. Sub-headings, like the ones used on this page, help to break up slabs of text and make it easier to read.

Web sites

Web sites are not limited in the way that hard-copy printed material is limited. Hence the natural discipline of the print medium is not felt, with the result that there is enormous length used sometimes on the Internet, which is never likely to be read. Hence attention to word-count is very important when writing and editing for the Internet or e-mail.

Preparing to Write

A Conspectus of Tony Buzan's "Use Your Head"

Tony Buzan's book, "Use Your Head", is addressed to students who need to learn how to learn. It is also an effective manual of preparation for report-writing. Buzan breaks the task down to three main skills: Reading, Remembering, and Note-Making.

Reading

The eyes have to pause to take in the printed material. Therefore the eyes stop and start repeatedly as you read. Slow readers also "back-skip". In other words, they read the same words, sentences and paragraphs more than once.

Reading will be much faster if the jumps are longer and if more is taken in each time the eyes stop. This means taking in several words at a time. Buzan says that this is not only possible, but also easier, and results in less fatigue and better understanding.

To avoid "back-skipping" and to build the habit of making bigger jumps, Buzan recommends that readers lead the eyes with a finger or other pointer and that readers practise taking in more words at each stop (called a "fixation"). Here are some quotes from the book:

"If eyes moved over print in the smooth manner . . . they would be able to take in nothing, because the eye can see things clearly only when it can 'hold them still'. If an object is still, the eye must be still in order to see it . . .

"Relating all this to reading, it is obvious that if the eyes are going to take in words, and if the words are still, the eyes will have to pause on each word before moving on. Rather than moving in smooth lines . . . the eyes in fact move in a series of stops and quick jumps.

"The jumps themselves are so quick as to take almost no time, but the fixations can take anywhere from $\frac{1}{4}$ to $1\frac{1}{2}$ seconds. A person who normally reads one word at a time – and who skips back over words and letters – is forced, by the simple mathematics of his eye movements, into reading speeds which are often well below 100 wpm (words per minute) and which mean that he will not be able to understand much of what he reads, nor be able to read much.

"It might seem at first glance that the slow reader is doomed, but the problem can be solved, and in more than one way:

1. Skipping back over words can be eliminated, as 90 per cent of back-skipping is based on fear and is unnecessary for understanding . . .

2. The time for each fixation can be reduced to approach the $\frac{1}{4}$ second minimum – the reader need not fear that this is too short a time, for his eye is able to register as many as five words in one-hundredth of a second.
3. The size of the fixation can be expanded to take in as many as three to five words at a time.

“This solution might at first seem impossible if it is true that the mind deals with one word at a time. In fact the mind can equally well fixate on *groups* of words, which is better in nearly all ways: When we read a sentence we do not read it for the individual meaning of each word, but for the meaning of the phrases in which the words are contained.

“The slower reader has to do more mental work than the faster reader because he has to add the meaning of each word to the meaning of each following word.

“Another advantage for the faster reader is that his eyes will be doing less physical work on each page. Rather than having as many as 500 fixations tightly focused per page as does the slow reader, he will have as few as 100 fixations per page, each one of which is less muscularly fatiguing.

“Yet another advantage is that the rhythm and flow of the faster reader will carry him comfortably through the meaning, whereas the slow reader, because of his stopping and starting, jerky approach, will be far more likely to become bored, to lose concentration, to mentally drift away and to lose the meaning of what he is reading.

“It can be seen from this that a number of the commonly held beliefs about faster readers are false:

1. *Words must be read one at a time: **Wrong.*** Because of our ability to fixate and because we read for meaning rather than for single words.
2. *Reading faster than 500 wpm is impossible: **Wrong.*** Because the fact that we can take in as many as six words per fixation and the fact that we can make four fixations a second means that speeds of 1000 wpm are perfectly feasible.
3. *The faster reader is not able to appreciate: **Wrong.*** Because the faster reader will be understanding more of the meaning of what he reads, will be concentrating on the material more, and will have considerably more time to go back over areas of special interest and importance to him.
4. *Higher speeds give lower concentration: **Wrong.*** Because the faster we go the more impetus we gather and the more we concentrate.

5. *Average reading speeds are natural and therefore the best: **Wrong.*** Because average reading speeds are not natural. They are speeds produced by an incomplete initial training in reading, combined with an inadequate knowledge of how the eye and the brain work at the various speeds possible.

“Apart from the general advice given above, some readers may be able to benefit from the following . . .

1. **Visual aid techniques:** When children learn how to read they often point their finger to the words they are reading. We have traditionally regarded this as a fault and have told them to take their fingers off the page. It is now realised that it is we and not the children who are at fault. Instead of insisting that they remove their fingers we should ask them to move their fingers faster . . .
2. **Expanded focus:** In conjunction with visual aid techniques, the reader can practise taking in more than one line at a time. This is certainly not physically impossible and is especially useful on light material or for overviewing and previewing. It will also improve normal reading speeds. It is very important always to use a visual guide during this kind of reading, as without it the eye will tend to wander . . .
3. **High speed perception:** This exercise involves turning pages as fast as possible attempting to see as many words per page as possible. This form of training will increase the ability to take in large groups of words per fixation, will be applicable to overviewing and previewing techniques, and will condition the mind to much more rapid and efficient general reading practices . . .
4. **Motivational practice:** Most reading is done at a relaxed and almost lackadaisical pace, a fact of which many speed reading courses have taken advantage. Students are given various exercises and tasks, and it is suggested to them that after each exercise their speed will increase by 10-20 wpm. And so it does, often by as much as 100 per cent over the duration of the lessons. The increase, however, is often due not to the exercises, but to the fact that the student’s motivation has been eked out bit by bit during the course . . .
5. **Metronome training:** A metronome, which is usually used for keeping musical rhythm, can be most useful for both reading and high speed reading practices. If you set it at a reasonable pace, each beat can indicate a single sweep for your visual aid. In this way a steady and smooth rhythm can be maintained and the usual slowdown that occurs after a little while can be avoided. Once the most comfortable rhythm has been found, your reading speed can be improved by occasionally adding an extra beat per minute.

Remembering

Tony Buzan looks at the learning period, and after.

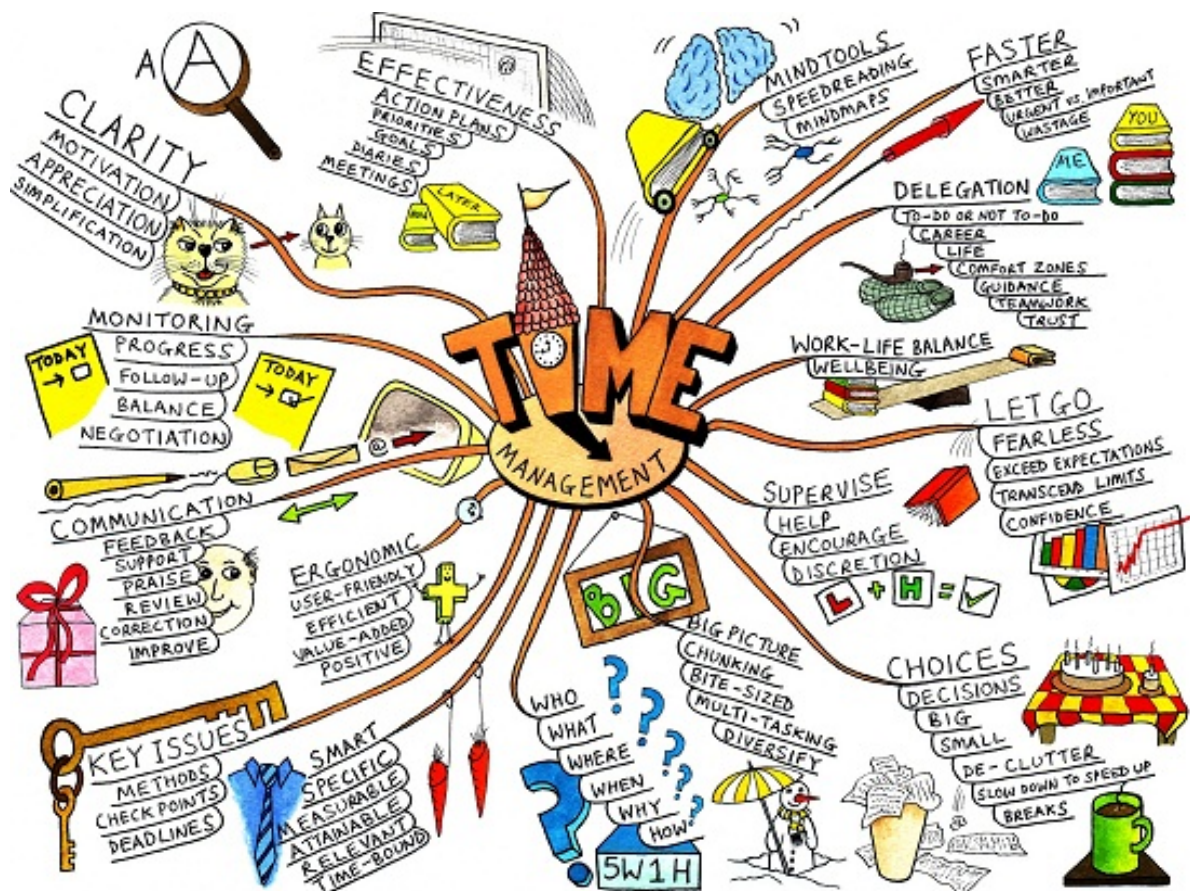
During the learning period (which could be reading, or a class, lecture, or workshop) he says that students remember more from the beginning and the end, with a dip in the middle. Therefore, he says, breaks should be taken every 20-40 minutes (making more 'beginnings' and 'ends').

After the learning period, according to the research quoted by Buzan, knowledge tails off to almost nothing unless there is systematic review, or revision. It does not have to be extended on each occasion. Little and often is the best way.

Just these simple techniques of taking breaks and doing frequent small reviews will increase your retention of learnt material. Buzan also describes special memory techniques. These all seem to rely on associating things together in imaginative ways, an idea which Buzan picks up again in his note-making section.

Note-Making

Buzan's '**mind-map**' technique is not so just a way of making notes. It is even more useful as a way of organising material for output, such as a report or an article.



A Buzan "Mind-Map"

Buzan argues that conventional written students' notes are linear, whereas the material is always 'multi-ordinate', meaning that each word or concept connects in many possible ways, which cannot be shown in a list or serial form.

Instead of starting at the top left-hand corner, the mind-mapper starts in the middle. A mind-map is the 'big picture'. It is the forest, not just the trees. It is a 'helicopter view' of the topic. In Marxist terms, it is the 'concrete' view of the 'abstract' parts. It should be dialectical. It is 'organic', and not eclectic. It is always a one-page thing.

Here are some instructions for a mind-map:

1. Survey the materials to be studied; find the major topics.
2. Use paper **turned sideways**, any good sized paper will do, A4 is suitable.
3. **Put the title of the major topic in the centre of the page.**
4. Enclose this title in some shape, but a picture is best.
5. Survey the material again to find the main sub-topics.
6. Write a title for each sub-topic on a line which radiates out from the centre topic.
7. Survey again to find any subsidiary topics still not covered.
8. Put branching lines from the sub-topic line to represent the subsidiary topics.
9. Give a title to each of these last drawn lines.
10. At the end of the final lines write in any details that are essential to the topic.

Then it lists 'Additional Aids', as follows:

1. Use abbreviations as often as possible, develop your own personal shorthand.
2. Colour-code branch lines to highlight hierarchies.
3. Outline each sub-topic with a different colour. This defines its outlines, limits, contents and close relationships.
4. Use coloured arrows to link parts of your notes to show relationships.
5. Pictures aid memory, so devise them for yourself.

The Buzan Organic Study Method

The Browse

"Before doing anything else, it is *essential* to 'browse' or look through the entire book or periodical you are about to study. The browse should be done in the way you would look through a book you were considering buying in a bookshop, or in the way you would look through a book you were considering taking out from the library. In other words casually, but rather rapidly, flipping through the pages, getting the general 'feel' of the book, observing the organisation and structure, the level of difficulty, the proportion of diagrams and illustrations to text, the location of any results, summaries and conclusions sections etc. . . .

Time and Amount

“The first thing to do when sitting down to study a text book is to decide on the period of time to be devoted to it. Having done this, decide what amount to cover in the time allocated . . .

“In study, making a decision about Time and Amount gives us immediate chronological and volume terrain, as well as an end point or goal. This has the added advantage of enabling the proper linkages to be made rather than encouraging a wandering off in more disconnected ways . . .

“A further advantage of making these decisions at the outset is that the underlying fear of the unknown is avoided. If a large study book is plunged into with no planning, the reader will be continually oppressed by the number of pages he eventually has to complete. Each time he sits down he will be aware that he still has a ‘few hundred pages to go’ and will be studying with this as a constant and real background threat. If, on the other hand, he has selected a reasonable number of pages for the time he is going to study, he will be reading with the knowledge that the task he has set himself is easy and can certainly be completed . . .

“There are still further reasons for making these time and amount decisions which are concerned with the distribution of the reader’s effort as time goes on.

“Imagine that you have decided to study for two hours and that the first half-an-hour has been pretty difficult, although you have been making some progress. At this point in time you find that understanding begins to improve and that your progress seems to be getting better and faster.

“Would you pat yourself on the back and take a break?

“Or would you decide to keep the new and better rhythm going by studying for a while until you began to lose the new impetus?

“Ninety per cent of people asked those questions would carry on. Of those who would take a break, only a few would recommend the same thing to anyone else!

“And yet surprisingly the best answer *is* to take a break. The reason for this can be seen by referring back to the discussion in the chapter on Memory (see above – DT) and the amount that is recalled from a period of learning. Despite the fact that understanding may be continually high, the recall of that understanding will be getting worse if the mind is not given a break . . . It is essential that any time period for studying be broken down into 20-40 minute sections with small rests in between.

“To assist even further, do a quick review of what you have read and a preview of what you are about to read at the beginning and end of each study period . . .

Noting of Knowledge on the Subject

“Having decided on the amounts to be covered, next jot down as much as you know on the subject as fast as you can. (2-5 minutes). Notes should be in key words and creative pattern form (mind map).

Asking questions – Defining Goals

“Having established the current state of knowledge on the subject, it is advisable to decide what you want from the book. This involves defining the questions you want answered during the reading. The questions should be asked in the context of goals aimed for and should, like the noting of knowledge, be done in key word and mind map form . . . (2-5 minutes).

Study Overview

“One of the interesting facts about people using study books is that most, when given a new text, start reading on page one. It is *not* advisable to start reading a new study text on the first page . . .

“What is essential in a reasonable approach to study texts, especially difficult ones, is to get a good idea of what’s in them before plodding on into a learning catastrophe . .

“What this means in a study context is that you should scour the book for all the material not included in the regular body of the print, using your visual guide as you do so. Areas of the book to be covered in your overview include:

results	tables	subheadings
summaries	table of contents	dates
conclusions	marginal notes	italics
indents	illustrations	graphs
glossaries	capitalised words	footnotes
back cover	photographs	statistics
index	bibliography	acknowledgements

Preview

“During the preview, concentration should be directed to the beginnings and ends of paragraphs, sections, chapters, and even whole texts, because information tends to be concentrated at the beginnings and ends of written material.

“If you are studying a short academic paper or a complex study book, the Summary Results and Conclusion sections should always be read first. These sections often include exactly those essences of information that you are searching for, enabling you to grasp that essence without having to wade through a lot of time-wasting material.

“The value of this section cannot be overemphasised. A case in point is that of a student taught at Oxford who had spent four months struggling through a 500-page tome on psychology. By the time he had reached page 450 he was beginning to despair because the amount of information he was ‘holding on to’ as he tried to get to the end was becoming too much – was literally beginning to drown in the information just before reaching his goal.

“It transpired that he had been reading straight through the book, and even though he was nearing the end, did not know what the last chapter was about. It was a complete summary of the book! He read the section and estimated that had he done so at the beginning he would have saved himself approximately 70 hours in reading time, 20 hours in note-taking time, and a few hundred hours of worrying.

Books are commodities like everything else in bourgeois society. Authors are compelled to pad up their writing to the required length to make a saleable book.

Difficult Sections

“Moving on from a difficult area releases the tension and mental floundering that often accompanies the traditional approach.

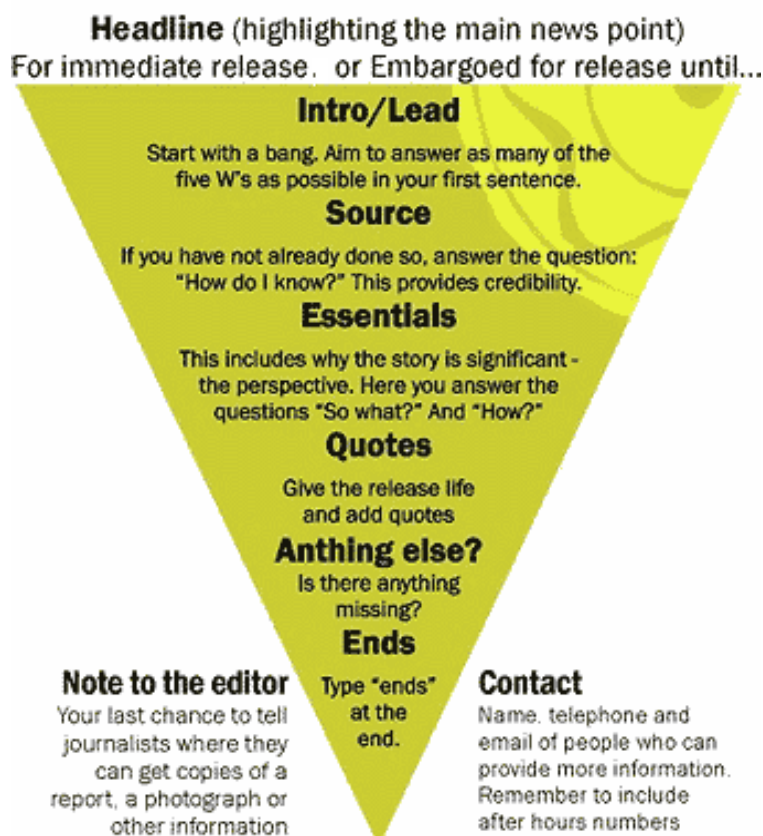
“‘Jumping over’ a stumbling block usually enables the reader to go back to it later on with more information from the ‘other side’. The block itself is seldom essential for the understanding of that which follows it.

Review

“In this stage simply fill in all those areas as yet incomplete, and reconsider those sections marked as noteworthy. In most cases it will be found that not much more than 70 per cent of that initially considered relevant will finally be used. Then complete your mind map notes.”

Tony Buzan’s web site is at: <http://www.tonybuzan.com/>

Press Release Format



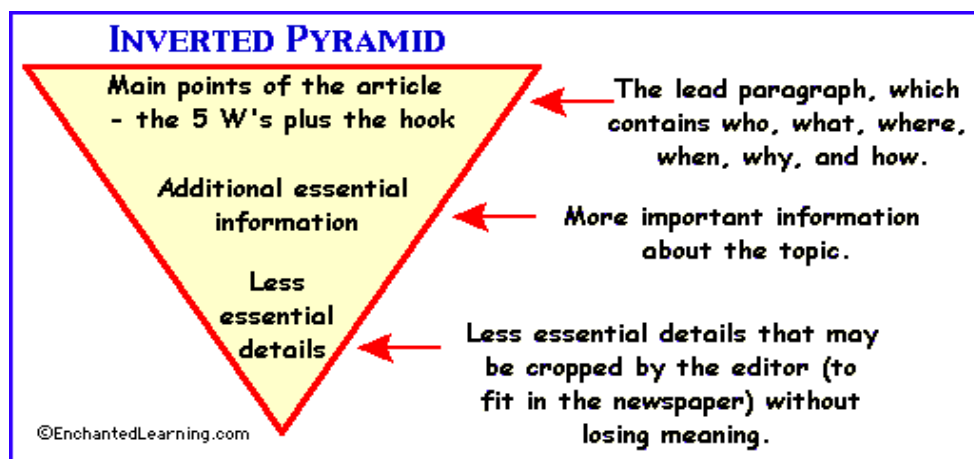
Press releases

A press release (media release) is a pre-written story, given by an interested party to a journalist for the journalist to publish. These press releases, nowadays, go out by e-mail.

If you define it like that, then everything else about a press release will follow logically. Everything is done in a way that is designed to save the journalist work, and time.

The press release must be short. It should not be longer than the space that the newspaper or radio programme will have available. This is because anything that is longer will have to be cut, and cutting down a text is work, that takes time. The journalists don't have any spare time.

The press release must be written in a style that is usable, or easily adjustable for use, in a newspaper or a radio bulletin. This means short sentences.



The press release should be on one topic only. For another topic, send another press release. If it is not possible to do this (e.g. after an executive meeting covering many topics), the press release should be clearly divided, with sub-headings.

The press release must be immediately verifiable. This means that the journalist must be able to confirm, usually by telephone, that you are the source of the press release. If the journalist cannot do this, then the story will be dropped at once.

At the bottom of your press release you should put "Issued by:" and follow that with the organisation that is issuing the statement.

Immediately after that, you should put "Contact:" and follow it with your name and cell phone number. You can also put your land-line number and e-mail address, and all details including your physical whereabouts; but the cell number is the crucial one.

Logo and Date

If you have a logo, use it at the top and centre. Under it, you can put the name of the organisation in text, even if it is clear in the logo. The reason is that your recipient's system may strip off the logo and leave only text. Put the date there at the top, as well.

A Good "Subject" line

Your message needs a good "Subject" line. This is not exactly like a newspaper headline, but it must tell the journalist plainly what the statement is about. It goes in the "Subject" field of the e-mail, and it goes above the text of the message. Shorter is better.

Some people like to make a quotation that the journalist can use, like, say: President Zuma said: "The National Development Plan will help us to work together." The words in quotation marks are supposed to be the original words of the person, which the journalist can then use in the article. This point is made in the graphic below. By the way, there is no shortage of advice on press releases on the Internet.

Sample Press Release

Month Day, Year

Headlines are Meant to Summarize the Topic of the Release

Subheads can go into more detail, but make sure they don't take away from the impact of your headline

CITY, State – The who, what, when, and where and why should all be included in one or two, to-the-point sentences. For example: Led by Joe Schmoe (City, State) and Jane Doe (City, State), the Boulder Barnstormers mounted a second half comeback against the Sarasota Fliers to win 15-14 and take home the Our City Classic title held at the Pleasantview Fields in “City”, “State” Saturday.

“A good way to get a point across without sounding like it’s an opinion is to have someone from the event or game that you are writing about give a quote that summarizes the point you are trying to get across,” said the Barnstormers Joe Schmoe. “After you mention the comeback, let Joe Schmoe tell it in his words to back you up. You add to the release by having a reliable source reiterate what you already wrote.”

The rest of the release should complement the beginning paragraphs. Put additional information, peripheral details and any tantalizing facts that make your release seem newsworthy.

Be sure to add local ties to the release that will make it more interesting. Even if you have a great team from another state in town for the tournament, your local media will still be more interested in the local players and teams participating.

Put your wrap-up paragraph at the end. If you didn’t already mention the next day’s match-ups or times, this is when you should do it. If it is a pre-event release this is a good place to recap what happened last year.

For more information please contact “your name or whoever will be in charge of media”, at email@wherever.com - 555-555-5555 ph. – 555-555-5555 fax

For more information online please visit www.tournament_or_organizationsite.com

For more information on the sport of Ultimate, please visit www.upa.org

What is also possible to do, but is hardly ever done, is to record a quotation, or a portion of a speech, and attach it to your press release as a sound file. This will help with radio, especially.

But as a rule, don’t use attachments when sending out press releases. Paste your text in the body of the message.

Press Releases as a news medium

Where there is a reception for it, your press release can go, and it is better for you that your full original message is read by those you wish to reach, as opposed to the edited one with contradictory statements added, that the newspaper may actually print.

For this reason, in South Africa, it has become normal to send press releases out as widely as possible. Press releases have the potential to by-pass the newspaper and broadcast media to a significant extent, and so to become a medium themselves.

Distribution list

E-mail distribution lists can be Google or Yahoo Groups, or they can be your own home-made list-serve, but you need them to be sending e-mail to addresses that are in use and not defunct.

E-mail that goes direct is what you want, and not a system that sends a message just to say there is a message. You want your message to appear in the in-box of your recipient, in such a way that the recipient can read the “Subject” line, and maybe the first few words of the message. You want it to be that if the journalist clicks on the message, he or she will immediately get the message, open, in full.

Distribution lists require a lot of maintenance. You need to be adding subscribers all the time. This is labour-intensive work. Therefore think twice before opening too many such lists.

On the other hand, get yourself on to as many as possible of other people’s lists so as to read their media releases, contrast and compare them with each other and with yours, and learn from how they do it.

Embargo?

Most people don’t bother with the “embargo” and “for immediate release” tags. Most of the time, they are superfluous. It is better to save “embargo” for the very occasional and rare times that it is really needed.

Chairperson

"The Chairman is there to guide the meeting, not to boss it."

Foreword

Many workers have experienced a sense of fear and trepidation when called upon to “take the chair” because they suddenly realise that they are being called upon to undertake a position of responsibility without having the knowledge to enable them to do the job efficiently. Often they invent some excuse for declining the honour whilst inwardly wishing that they could accept.

But even amongst those who do not aspire to the office of Chairman, a knowledge of the rules of procedure is a valuable asset enabling them more intelligently to follow the business of the meeting and to participate in the proceedings instead of being merely passive listeners. It also enables them to assert their rights in the conduct of the meeting if the Chairman behaves in an undemocratic manner towards them.

The importance of a Chairman knowing his job cannot be too strongly emphasised. A Chairman who has a sound knowledge of the rules of debate can occupy his position with complete confidence and knows that he will receive the respect due to his office, even in a meeting where there is a strong difference of opinion.

A Chairman can make all the difference between a successful meeting and a failure. If he is a “good Chairman”, he can steer the business through to a successful conclusion, whereas if he is “bad Chairman”, he can get himself and the meeting into a hopeless muddle.

Some people are more confident than others, but confidence alone is not sufficient to ensure the orderly conduct of a meeting. A Chairman must have a knowledge of the rules of procedure, otherwise he cannot conduct the business of a meeting efficiently. Confidence without knowledge borders on impudence and an audience will not be long in discovering that weakness.

Preliminaries

From the moment that a meeting opens, whether public or private, to the time that it closes, the Chairman has the responsibility for seeing that it is conducted in an orderly and business-like manner. He does so by guiding the proceedings in accordance with certain established rules, through which he controls the meeting and ensures that the business is dealt with efficiently.

These “Rules of Debate”, as they are called, have not been established by any legal enactment, they have evolved out of common practice and have been defined from time to time by various organisations and business institutions with the result that we have a commonly accepted code of procedure for the management of meetings. In principle, the rules for dealing with motions and amendments arising from any meeting are the same.

Standing Orders

Established organisations and committees usually have their own “Standing Orders” for the regulation of their business meetings. Standing Orders is in fact a set of rules which lay down a specific procedure for the meetings of that organisation or committee and which amplify the common Rules of Debate. It is possible to depart from the Standing Orders providing the meeting agrees.

Agenda and Timetable

An agenda is always necessary at a meeting. It sets out for the guidance of the Chairman the item or items which are to be dealt with by the meeting. It is always advisable for the agenda to be compiled on the basis of a time-table so that provision can be made for all items to be dealt with before the closing time of the meeting. Even at a meeting where there is only one item on the agenda a time-table is necessary if there are to be questions and discussions. In that case a specified time is laid down for the speaker and likewise for the questions and discussion.

During the proceedings the Chairman should aim at conserving time, and if he can keep a little ahead of his time-table, it will provide him with a latitude to cope with unexpected incidents in subsequent items. It is the duty of the Chairman to prevent waste of time, and when he feels that any item under discussion has been adequately dealt with, he should propose to the meeting the closure of that business, and with approval, pass on to the next item on the agenda.

Terms, Rules, and Procedure

Motion

A Motion is a proposition submitted for discussion and vote. It must be positive in its wording and declare an opinion or call for a course of action – or both.

Resolution

A Resolution is a Motion which has been put to the vote and carried.

Amendment

When a Motion is before the meeting an Amendment is a proposition to change the words of the Motion as a whole, or to change certain words, or to add or delete words anywhere in the Motion.

Point of Order

A Point of Order is an objection raised by a member of the audience on the grounds that a speaker is departing from the subject under discussion, or that the Standing Orders are not being observed, or that the recognised rules of debate are not being operated, or that the speaker is using offensive language.

Substantive Motion

When an Amendment is voted on and carried by a majority it replaces or alters the original Motion and then becomes known as the Substantive Motion, to which new Amendments can be moved, providing they are not the same in wording or principle as that in the original Motion which was lost.

Direct Negative

A Direct negative is a proposed amendment to a Motion which offers no alternative proposition but simply seeks to negate the whole Motion. A Direct Negative must therefore always be ruled out of order by the Chairman, since its purpose can be achieved simply by voting against the Motion; and it is thus unnecessary.

Reference Back

Reference Back is a proposition against a report which is under discussion, and may refer to the whole report or a section of it. It means that the meeting does not approve of the report, and wishes the committee which was responsible for drafting it, to alter it in accordance with the objection specified by the mover of the Reference Back.

The Question Be Put

To move that the question be put, means that the discussion should cease and the vote should be taken on the Motion (or Amendment if any) which is before the meeting.

Next Business

Moving Next Business means that the meeting should immediately proceed to the next item of business. It can be moved at any time in reference to any item on the agenda, but if it is moved and carried whilst a Motion or an Amendment is under discussion it dismisses the Motion and Amendment without any vote being taken on them. If Next Business is not carried, then the meeting resumes discussion on the original Motion and Amendment, and thereafter takes the vote on them in the usual way.

Rules of Debate

A Chairman must have knowledge of the Rules of Debate, otherwise he cannot efficiently control discussions on Motions and Amendments, etc. This knowledge is especially necessary when the discussion becomes controversial and numerous propositions are moved.

Except where Standing Orders state to the contrary, the following rules affecting the rights of speech are those which operate in general practice at all ordinary meetings.

All persons moving and seconding Motions and Amendments, etc., and all those who participate in the discussion, must do so standing. The speaker then “has the floor”. The only exception to this rule is in committee meetings. Of course if the speaker is physically disabled and unable to stand with ease the Chairman can give him permission to address the meeting without rising to his feet.

A speaker must address his remarks to the Chairman and not to any individual member of the audience even though he may be replying to the previous remarks of an individual.

The mover of a Motion has the right to speak when introducing his Motion and the right to reply to the discussion as the last speaker, before the vote is taken.

If there is nobody willing to second the Motion, after it has been moved, the Motion falls, which means that no discussion can be permitted on it, and the Chairman must pass on to next business.

The seconder of a Motion has the right to speak when seconding but, unlike the mover, he has no right to reply. If he formally seconds the Motion without speaking he has the right to speak during the discussion on it, but he cannot speak twice.

If, during the discussion, the mover wishes to withdraw his motion, he cannot do so without the consent of the seconder and the meeting.

The mover of an Amendment has the right to speak only when introducing it. He has no right of reply to the discussion.

Those taking part in discussion on a Motion are only permitted to speak once.

Anyone who has already spoken on the original Motion loses the right to move or second an Amendment to that Motion.

Minute-taking

A short manual

Minute-taking for beginners

A Citizens Advice Scotland bite-sized e-learning module

- 1 Introduction
- 2 Purpose
- 3 Preparation
- 4 During the meeting
- 5 The ABCs of minute-taking
- 6 Conclusion

Contents

Above is the contents page of a minute-taking manual found on the Internet at:

http://www.caslearning.org.uk/eLearningContent/elearning_content/biteSized/Minute%20taking.pdf

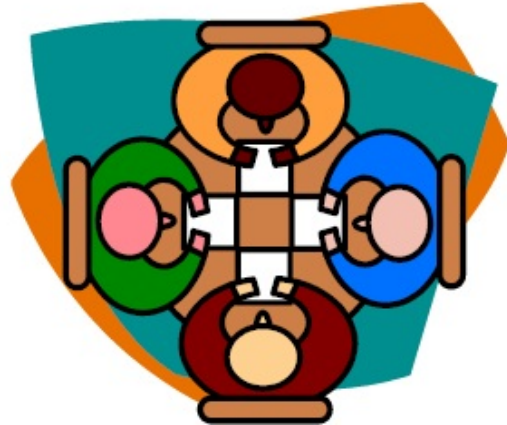
This “Citizens Advice Scotland” manual is a useful, 44-page, interactive, 3.5 MB PDF file. Some may wish to download and use it. But it is too big a file for our CU purposes. Nor will we follow the above contents page.

Instead, our booklet samples some of the highlights of the “Citizens Advice Scotland” booklet, using them as a trigger for our own observations in this 8-page booklet.

Reasons for meetings

Business meetings may be held to:

- brief and inform people
- gather views and opinions
- make decisions
- solve problems
- plan activities
- review activities



Meetings are for a purpose

Minutes are held to assist in the achievement of a purpose, whatever it may be.

Meetings are also very costly.

Each person attending represents “opportunity cost”, i.e. time used up that could have been spent on other things. If this is calculated at the rate at which people are paid, it can be found to add up to a large amount in money terms.

The cost of the meeting is this total of all the “opportunity costs”, plus the actual costs of preparation, transport, catering, and accommodation. The preparation and distribution of the minutes is not the least of these costs.

Minutes are supposed to harvest the product of the meeting and preserve it.

It will help the minute-taker if he or she has a good idea of the prior aims of the meeting, as well as sensitivity to creative developments that may occur. A meeting is not only held to formalise previous conceptions, but to work on them, and to improve them. If not recorded, all this work and expense will be in vain.

Why we record meetings

We may record meetings to:

- remember what actions were agreed
- remember who agreed to do what
- remember the timescales involved
- outline what was discussed for those who were unable to attend
- explain the reason why a course of action was taken, when looking back later on.



Publication!

The “Citizens Advice Scotland” booklet misses out on the most crucial aspect of minute-taking. This is the publication of the minutes, which, if it does not happen effectively will mean that all the effort put into the minutes will be wasted, and the meeting, too, will have been wasted.

A plan of publication will influence the form that the minutes take; in other words, the minutes should be prepared with a view to publication.

The days are long gone since minutes were hand-written in a book, passed and signed as a true record, and kept in a safe place by the secretary. Nowadays, minutes are circulated in hard-copy and in electronic form, by e-mail. Minutes are circulated as soon as they can be produced, and before they are passed as a true record, which normally only happens at the next meeting of the body or structure.

If the minutes are not circulated, it will be found that allocated tasks are not done, until after the subsequent meeting, which is never the intention.

The best plan, for a monthly meeting of a structure, is to circulate minutes within one week, and then to send out a reminder one week prior to the next meeting. Within this overall pattern, the minutes will be understood as a communication and an essential link in a chain of communication which includes the meeting, and the work of the organisation between meetings, including executive and sub-committee meetings that need to be informed of the decisions of the main meeting.

What kind of meeting is it?

- Some meetings are more formal than others.
- To start with, you may be asked to note an informal meeting like a volunteers' meeting or working group.
- It may be helpful to check with the person who asked you to take minutes what style of minutes are customary for that particular meeting. Also, look at the minutes of the previous meeting.
- Procedures for management committee meetings are laid down more formally.

Yes: But try to leave a clear record, in any case.

What to bring

Here are some things to bring to the meeting:

- expenses forms and pens (if required)
- name cards (if required)
- list of apologies in case the Chair asks you to read these out
- copies of the agenda and minutes of the previous meeting
- copies of supporting papers
- either some note paper or a laptop
- your diary or electronic calendar so as to note the date of the next meeting



This may be an adequate list. The first two items may or may not apply, but the other items will nearly always have to be brought to any kind of meeting.

What to listen for

When taking minutes of a business meeting, the most important thing to listen for is:



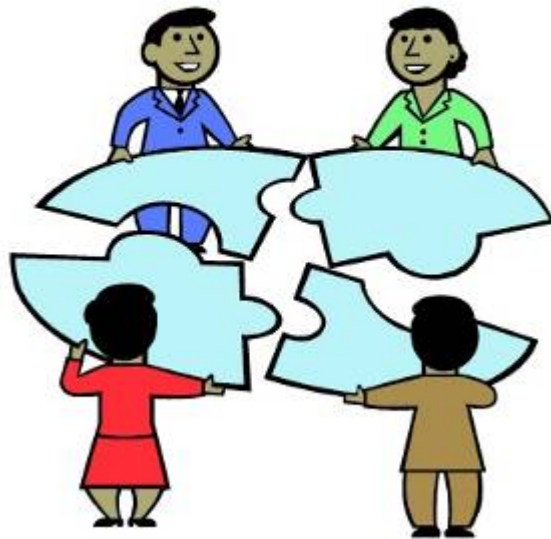
decisions

To record decisions is the most important thing. A good term to use is: **“Agreed...”**.

What is a decision?

A decision is an agreement on action to be taken and covers:

- who... will do...
- what (exactly)
- when
- where
- and sometimes how they will do it and the resources or support they will need



Decisions, decisions

The quality of minutes will be judged by the extent to which decisions are completely and clearly described.

A good minute taker, one who is aware of what a decision should look like, is going to be more likely to write clear decisions that are complete, and not ambiguous.

Agenda

If you are lucky, the Chairperson will announce all decisions in a clear way before moving on to the next item.

It is more likely that some of the decisions will not be announced formally in this way. So, if you are in doubt, then a good option is:

Help from the Chair

One option in that situation is to ask the Chair of the meeting to summarise.



Ask the chairperson to tell you what the decision is.

If there is a clear agenda, the minute-taker will know better what decisions are expected to be recorded. The agenda may begin with Opening, Apologies, Minutes of the Previous Meeting, Approval of the Agenda, and perhaps the singing of an appropriate song. It may end with Announcements and Date of Next Meeting.

In between such standard items that may well be the same from one meeting to another, there will be one or several items that are the special purpose of the particular meeting, and these are where the main decisions will be taken.

If there is a speech and/or a generalised discussion of an educational nature with no result that can be called a decision, requiring action, then the minute-taker need only to record that such a discussion took place, noting appropriate but not elaborate details.

The ABCs of minute-taking

Effective minutes are:

- **Accurate**
- **Brief**
- **Clear**

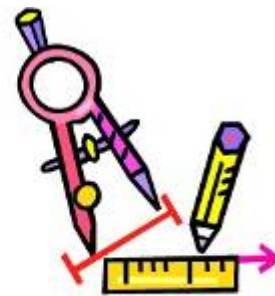


Absolutely: Accurate, Brief, and Clear

Accurate

A 'true and accurate record' will include:

- time, place and duration of the meeting
- who was present and who gave apologies
- what was decided, when it has to be done by and who will do it (this is normally put in an '**action list**' at the end)
- a brief summary of what was discussed
- who proposed and seconded any motions, and who requested that their dissenting views be noted
- facts are accurate – eg titles of documents and organisations and any financial figures.



How brief?

Think about the number of sheets of paper. If the meeting can be recorded on one or two sides of an A4 sheet of paper, that will be very convenient for all concerned. Minutes can also be done in booklet form.

Action lists

It is helpful for minutes to include a list of actions at the end, summarising who will do what and when.

A table can be a useful way to present this information.

The action list from the previous meeting is often reviewed at the start of the next one so that members can see how matters are progressing.



Don't forget to remind the Chairperson: **Fix the date of the next meeting!**
